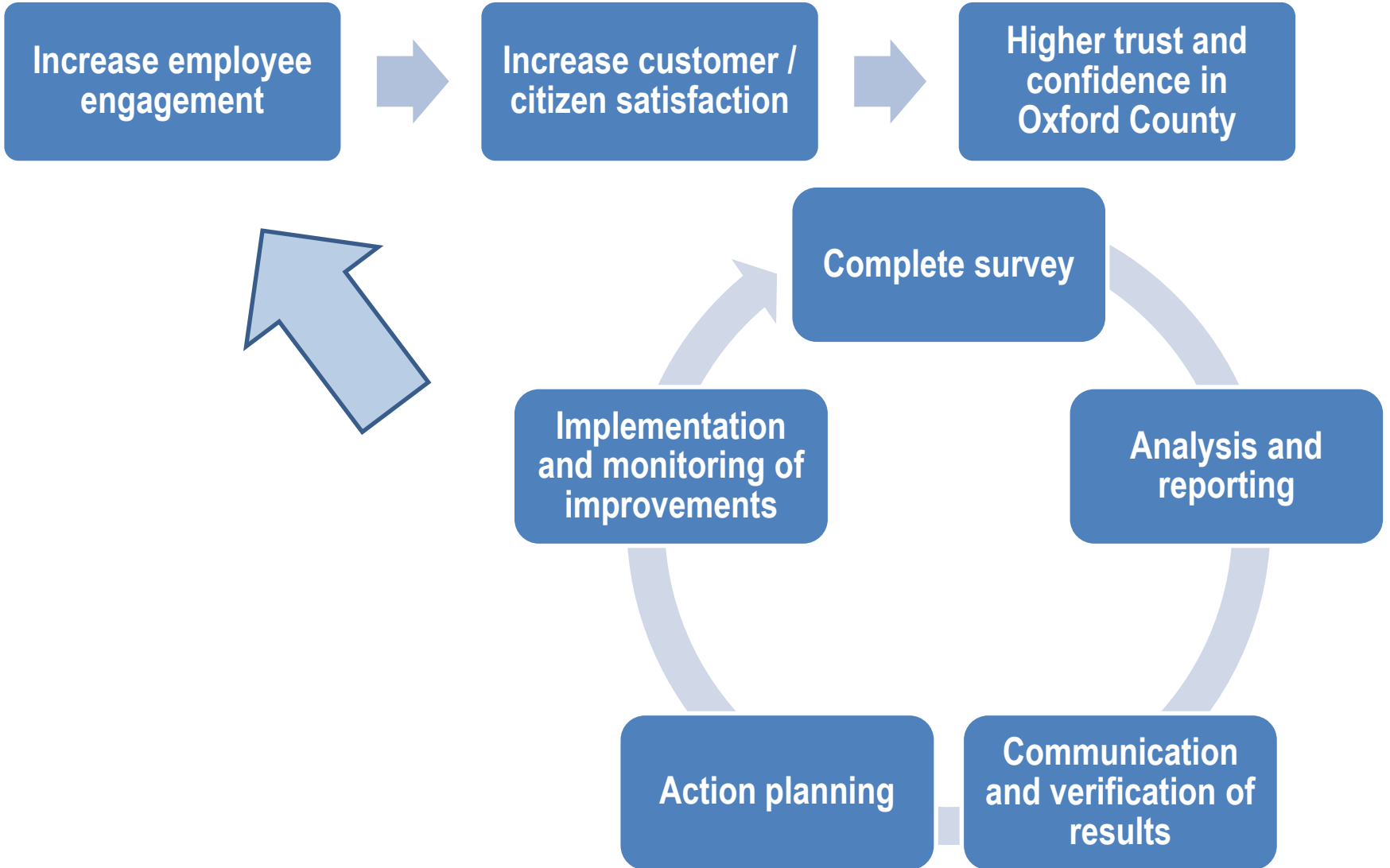# 2022 Employee Engagement Survey Results

Organizational Engagement

- Represents employees' perceived **relationships with their organization**

- Primarily reflected in the form of **emotional commitment** to the organization, a willingness to remain (or lack of interest in leaving) and a sense of belonging to the organization

Job Engagement

- Represents employees' perceived **relationship to their job** (i.e., energy / passion for job, dedication, and immersion in job)

- Often predicted by factors such as feeling supported by co-workers, having adequate job control, good cooperation with staff in other work units, and having a trusting and respectful relationship with one's supervisor

Why?

Increase employee engagement → Increase customer / citizen satisfaction → Higher trust and confidence in Oxford County

Complete survey

Analysis and reporting

Communication and verification of results

Action planning

Implementation and monitoring of improvements

Background

- Previous surveys completed in 2014 and 2017

- 2022 survey was live from September 26th to October 23rd, 2022

- 78% of our employees completed the survey, which is a positive completion rate and means the survey results are representative of our workforce

Notes:

- Drivers are in rank order of highest to lowest under each heading.
- **Bold / underline**: include 2 or more questions.

Job, Team, Organizational Outcomes

35 Drivers of Engagement

Job Drivers

1. Work: Job Clarity
2. **Work: Job Enhancement**
3. Work: Physical Safety
4. Work: Job Control
5. Work: Physical Work Environment
6. **Work: Impact of Job on Personal Life / Work Life Balance**
7. Work: Workload Manageability
8. **Work: Resources and Supplies**
9. Work: Workload Stress

Department Drivers

1. **Dept: Co-worker Cooperation**
2. **Dept: Satisfaction with Direct Supervisor**
3. Dept: Treated with Respect Inappropriate Behaviours Not Tolerated
4. **Dept: Equity & Inclusion**
5. Dept: Continuous Improvement
6. **Dept: Support for Innovative Thinking**
7. **Dept: Satisfaction with Department Director**
8. **Dept: Communication in Your Department**
9. Dept: Resolve Conflicts
10. **Dept: Performance Management**
11. **Dept: Psychological Safety**
12. **Dept: Employee Involvement In Your Department**
13. Dept: Morale

Organizational Drivers

1. **Org: Support for Diversity & Inclusion**
2. Org: Employment Relationship
3. **Org: Internal Service Delivery**
4. **Org: Training & Development Opportunities**
5. **Org: Organizational Communication**
6. Org: Satisfaction with Senior Management Team
7. **Org: Continuous Improvement**
8. **Org: Opportunities for Career Development**
9. Org: Team Recognition
10. **Org: Performance Evaluation**
11. Org: Pay Satisfaction
12. **Org: Recognition**
13. Org: Total Compensation Package

Engagement Outcomes Summary

1. Work Engagement

Fig. 1.1 Item Statement

		2022	2017
2.1c	I get immersed in my work (e.g., time passes quickly when I'm working) (N=574)	80.3%	82.0%
2.1d	Overall, I feel engaged in my work (N=571)	76.5%	79.7%
2.1b	My current work gives me a sense of accomplishment (N=575)	73.5%	78.4%
2.1a	My work inspires me (N=576)	71.7%	76.7%
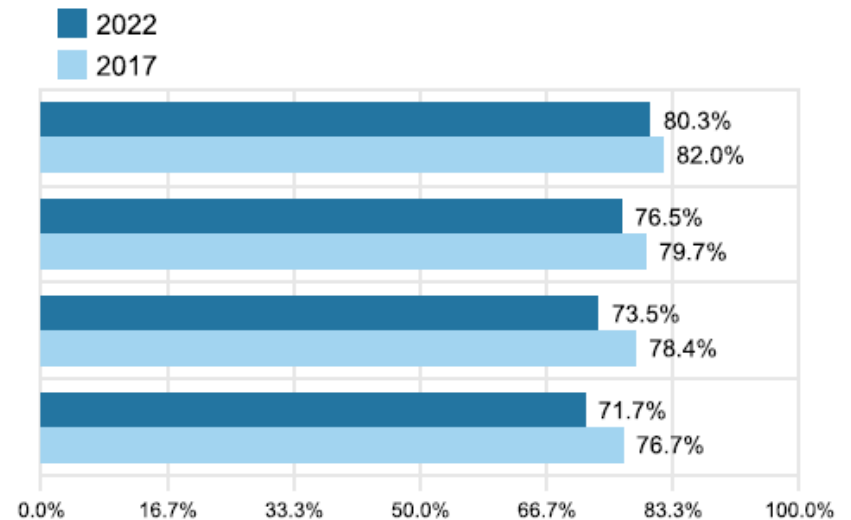
Decrease over 2017 results

2. Organizational Engagement

Fig. 2.1 Item Statement

4.1c	Knowing what I know now about Oxford County, I would apply to work here again (N=552)
4.1e	Overall, I am satisfied with Oxford County as an employer (N=549)
4.1a	I feel a strong sense of belonging to Oxford County, as an employer (N=547)
4.1d	Oxford County cares about its employees (N=551)
4.1b	I would not leave Oxford County if an equivalent job opportunity became available elsewhere (N=552)

Legend:
- 2022
- 2017

Item	2022	2017
4.1c	75.1%	76.4%
4.1e	71.5%	73.1%
4.1a	66.6%	66.6%
4.1d	64.7%	64.6%
4.1b	64.3%	66.5%

Axis: 0.0%, 16.7%, 33.3%, 50.0%, 66.7%, 83.3%, 100.0%
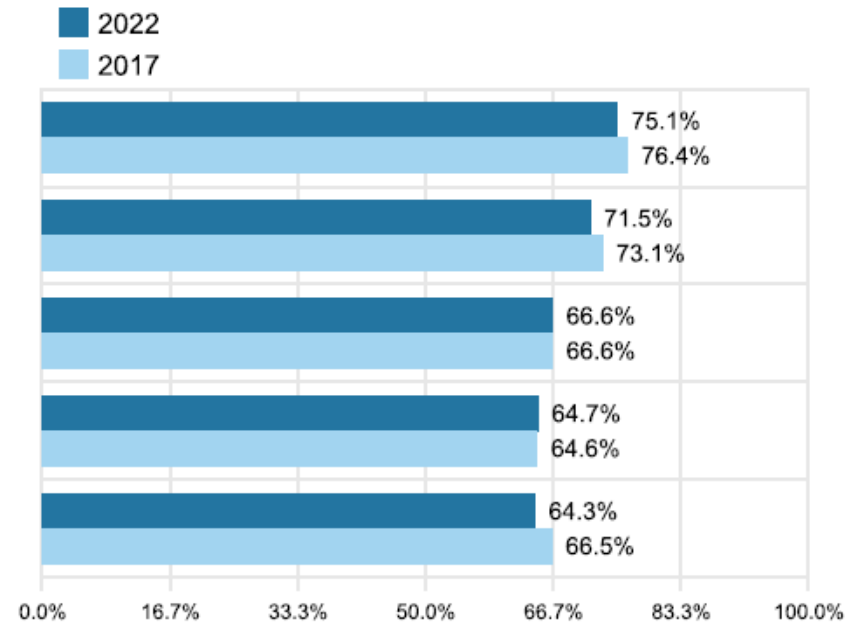
Corporate Results Summary

Comparison Type	Possible Strengths	Possible Opportunities
2022 Results (Top 5 and Bottom 5)	• Co-worker Cooperation • Job Clarity • Job Enhancement • Satisfaction with Direct Supervisor • Treated With Respect	• Workload Stress • Resources and Supplies • Workload Manageability • Total Compensation Package • Morale
Compared to Previous Survey (Most Notable Improvements and Decreases)	• Continuous Improvement • Employment Relationship • Satisfaction with Department Director • Opportunities for Career Development • Psychological Safety	• Resources and Supplies • Workload Manageability • Internal service Delivery • Total Compensation Package • Workload Stress

Current Actions & Next Steps

Currently:

- Corporate and departmental results have been released
- Departmental and/or divisional staff meetings being held to "dive deeper" into the results with staff and seek additional feedback and input on action planning

Next Steps:

- Action planning to address opportunities and implement positive change where possible
- Overall corporate and departmental/divisional action plans – plan, implement and monitor